The GENERAL CHURCH PROGRAM

1950
1951
1952

> As Proposed to the General Convention—1950

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THE NATIONAL COUNCIL • THE PROTESTANT EPISCOPAL CHURCH
281 Fourth Avenue, New York 10, N. Y.

The Greatest of All Causes

HENRY KNOX SHERRILL, S.T.D., *Presiding Bishop*

THE Church stands today at a turning point. We cannot remain static. We shall either move forward with faith, consecration, and courage, or we shall drift backward and lose the great opportunity of witnessing to Christ in a period of overwhelming import. It is in that spirit that the National Council presents the program for the next Triennium first to the chosen representatives of the Church in General Convention and then after action by the Convention to the entire constituency of the Church. I ask for detailed study of these important pages.

There are certain obvious facts. It will be readily apparent that we are asking for an increased budget. This figure, however, is not as great an increase as may be casually surmised, for in this budget is included an item for the Presiding Bishop's Fund for World Relief, a cause to which the Church gladly contributed well over three million dollars during the past three years. In general it may be stated that this is not an advance but a realistic hold-the-line budget with the exception of the important field of Christian Education. An advance in this area was enjoined by the 1946 General Convention. In other fields with a splendid corps of missionaries, we are paying disgracefully low salaries, in many places with inadequate fabric. If we consider the changed value of the dollar, the larger budgets of certain other years, we shall realize that this budget will hold the line only in a day of unprecedented crisis and opportunity. Where there are increases in other Departments such as Promotion it is in order to be able to tell the story to the entire Church. The result of the appeal for World Relief this past triennium proves that when people know the facts, great response results.

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We are suggesting that the amount raised in 1949 be the goal for the Every Member Canvass this fall, and that in March, 1950 we should raise the increase. I realize that there is some objection to this, but I ask for a fair and considered hearing of the reasons for this proposal. We cannot know of the action of General Convention until almost the middle of October. Then there will not be time to prepare the literature and to inform the Church before the time of the Every Member Canvass this fall. We believe that an informed Church is vital to success. In the fall of 1950 we hope that there will only be one canvass, but this year I believe that a nationwide campaign with well-prepared speakers, literature, and a radio address by the Presiding Bishop is in most dioceses and parishes essential. Some of us will recall the amazing result when a similar method was pursued in 1919. Today in these unprecedented times we need a similar lift.

As I travel about the Church, I am constantly impressed by our potential resources. Our people's imagination has been caught by education and medicine which is good. But they think of the Church as irrelevant to the great issues of our time. It seems small. As a result our support is limited. You and I believe that the Church is relevant, that here is the greatest of all causes given by God into the hands of men. If we have faith and courage we can move the Church to real action and sacrifice. Parish, diocese, the whole Church at home and abroad, will be stimulated to wider vision and deeper consecration. We believe that we have a compelling story. Let us tell this fully and convincingly to all our people. I have the deep conviction that surprising results will ensue.

Henry K. Sherrill

PRESIDING BISHOP

CHRISTIAN EDUCATION

THE only way we can have the kind of a Church we long to have is to take on the hard long-term job of real education. It is going to be a slow, discouraging job. It also is going to be an expensive job. Education is never acquired cheaply. It will require hard work by clergy and lay people alike.

Where to Begin

WHERE, then, is the place to begin? The time is long past, indeed, if it ever existed, when the parishes and dioceses could afford to create the educational plans, materials, or other resources capable of doing the job. None of them have the money to do it alone. None of them can muster the talent to do the best job. Only the national Church, working for the whole Church can bring that required educational leadership into existence.

More Is Needed than a New Curriculum

THIS building requires a great deal more than a new Church School curriculum. It demands far more than a few adult study courses. It requires building up an educational work which touches the lives of our members from before birth until death. It must be an educational work which is aimed at the clergy as well as the lay people. It must be so large and compelling as to arouse the inspired interest of the whole Church. It must be so thorough that it penetrates into the home of every family of the Church. It will be an educational work that provides for parents, children, youth,

the young adult, the mature, and the old. It will speak to every age group and into every phase of modern living. It will bring religion into life and life to our religion.

The Job Has Begun!

In 1946 the General Convention at Philadelphia took the first steps to create a Department of Christian Education in the National Council. In due time the Presiding Bishop procured a Director, who with a small group of colleagues has endeavored for the past year and a half to think through the problem of the Church's need and arrive at a challenging yet practical plan for educational development capable of meeting that need. That plan is now completed.

What the New Department has Done

In November 1947 the work of the new Department began. Its personnel at that time consisted of five people, the Director, one field worker, and three officers of the Youth Division. The Department was theoretically organized into a Children's Division, a Youth Division, and an Adult Division. Only the Youth Division had any staff. It alone had a plan of action. In addition to these Divisions, there were three committees which had been appointed to begin discussion of the new curriculum, but these had never met. It was obvious that three kinds of action were called for to get the new Department going:

First, someone had to think through the educational problem of the Church and devise, in consultation with others, a plan to meet it.

Secondly, the personnel of the Department had to be built up.

Thirdly, work on the new curriculum had to be begun.

Work on the New Curriculum

As soon as we knew what our situation was and what we wanted to do to improve it we began to make progress. We attacked the curriculum problem with vigor. The original three committees were merged into a new Editorial Board, which numbers some twenty-five members. They are as representative of the Church as it is possible for a committee to be. This Board has done the difficult, time-consuming task of working out the educational philosophy of the new curriculum. It has opened an editorial office at Seabury House. It has slowly assembled an able professional staff under the Rev. V. O. Ward which now numbers five members and three secretaries. It has brought nearly to completion a careful statement of the Church's teaching under five headings, Bible, History, Doctrine, Worship, and Christian Living. This is now being published in five separate books to be known as *The Church's Teaching*. Here, on the adult level, is set forth the faith of our Church. This, properly adapted to the age-level understanding of children, will constitute the content of the new curriculum.

The editors have worked out a completely original structure for the new curriculum. It begins not with the traditional kindergarten course, but with preparation of parents and godparents for Baptism. It proposes to put simple, practical materials into the hands of parents with very young children. It provides realistically for Christian home education, without which the conventional Sunday School cannot be successful. It will provide a nursery school course and an attractive kindergarten course. The first six grades will be supplied with good, well-illustrated readers. The seventh, eighth, and ninth grades will have sixteen selective units aimed at the religious problems and readiness of the junior high school child. The tenth, eleventh, and twelfth grades will have a further set of sixteen selective courses which will not only deal with the real problems of religious faith and practice as understood by senior high school pupils but will bridge the gap from the religion of childhood to the religion of mature men and women. Its primary goal will be to prepare our youth for the adult religious thought they will need on the college campus.

The editorial staff is now at work producing the first parent-home materials and courses for the early grades. We hope to have some pilot materials ready to be used in the fall of 1950. These materials will be carefully tested in a widely selected group of Church Schools.

Reorganization of the Department

THE rest of the Department was reorganized into these divisions: Children's Division (at present has one staff member), Youth Division (two staff members), Adult Division (one part-time consultant), Audio-Visual Division (one staff worker). The entire staff now numbers eight full-time members and two part-time consultants. It is a skeleton staff and a very emaciated skeleton at that.

The whole success of educational leadership depends upon the constant production of good materials with which to work. Materials are the ammunition of the educational army. At present our production is low. It can only improve if we have enough full-time people at work producing.

A New Approach to Adult Education

IN the past year we have produced three adult courses. They are aimed at Christian home education. They are useful for all adults, parents, college students, young adults, and older adolescent children. They are known as the FAMILY STUDY PLAN. The first course was *Successful Marriage and the Christian Family.* The second, *The Prayer Book Speaks in Our Uncertain Age,* and the third, *Creative Choices in Life,* a course in Christian stewardship.

These courses have had a very favorable reception by the Church. They are only a small beginning toward a fine adult education program.

Limited Work in Visual Education

THE Church needs more help from us in the field of audio-visual education. We need to produce all manner of teaching slides and slide films. We need to produce good documentary 16 mm. movies on each one of the Church's mission fields. We need to be creating good religious art work for Church School classrooms and Christian homes. We can do

none of these things because we do not have the funds or personnel.

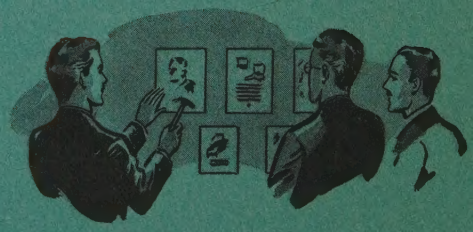
This will give you a picture of the work of the new Department since it began a year and a half ago. We have made definite progress. We have produced a number of useful things. We know what we can do, and we know what we ought to be doing. We stand ready to do it if we are given the tools with which to work.

The Big Job of Clergy Training

YET no picture of the work and plans of the Department would be complete unless its program of in-service-training of clergy were not heavily emphasized. Without this practical preparation of our clergy to use our new materials no new program can succeed. We clergy received practically no training for our educational job. It is too late for ordained men to go back to the seminaries and learn. But it is not too late for the Department to provide a large-scale educational training program for our priests.

We have begun it in a small way. We are prepared to expand it until it reaches every seminary and ordained man in the Church. Our present program will reach about five hundred priests between now and June, 1950. We need to step up this training so we can train one-third of the clergy every year.

The in-service-training program is being done in three ways. First, we are holding a small number of five-day diocesan workshops. In these the bishop and diocesan clergy work with members of our staff in every branch of religious education. They handle and arrange materials for the

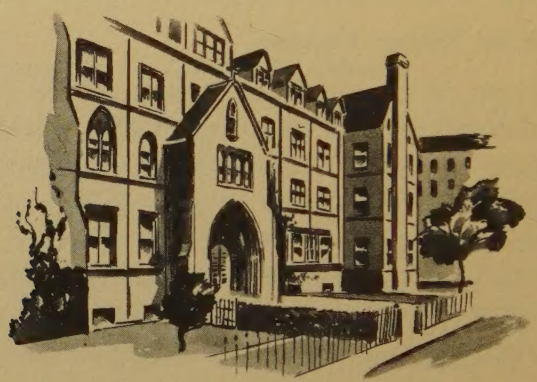


Christian Education must arouse the inspired interest of the whole Church; it must be so thorough that it penetrates into the home of every Church family.

Church Schools. They learn how to run several difficult types of projects. They learn how to teach with films. They learn where to find useful visual materials. They learn youth programming. They discuss the real needs of young people. They practice a dozen adult educational procedures on each other. They learn how to set up a total parish program of education. There is as little theory and as much practice as possible.

The second method of clergy training now used is special clergy summer conferences. Two were held this year. These were for diocesan department leaders. The same procedures were followed except that the special job of diocesan leadership was emphasized throughout.

The third method, we believe, will be the most effective of all. The College of Preachers has placed all its resources at our disposal. Sixteen five-day workshops will be held there between October, 1949 and June, 1950. The Department will supply the faculty which will work with the Rev. T. O. Wedel.



What About the Seminaries?

FINALLY, we must not neglect the seminaries. Here men are being trained for their future work. Preparation for educational leadership in our seminaries is very inadequate. The seminaries have no funds to provide full-time teachers of religious education. Few competent teachers are available today. The seminaries are unable to solve this grave problem by themselves. They need help. They need grants-in-aid from the Department of Christian Education for a brief period of years to help them set up decent educational training. They need help in developing teachers. Scholarships for graduate

work in Christian Education need to be made available by the Department. There are good and able young priests ready to make the sacrifice to do several years of graduate work so that we shall have a supply of trained men, but who cannot finance their own education. If such scholarships are available, we shall have little trouble supplying the seminaries with good teachers in the educational field.

At present the Church is spending $124,000 annually on Christian Education and has eight full-time staff members. In education bricks cannot be built without straw. To get results people must be employed to plan, to produce, and to train others. One person has to be responsible for the smooth working of the whole plan. A good Department has its administrative staff, its authors and writers, its research personnel, its field work organization. In some cases it is both possible and desirable to have production people do a certain amount of field work. But at present every member of the Department is attempting to be a producer and field worker combined. As long as this impossible load is carried by everyone the results will be meager and unsatisfactory.

The plan, therefore, proposes that the Department of Christian Education increase its staff to twenty-five members. These would be engaged in the Divisions outlined below under the Director.

Children's Division, *two members*
Youth Division, *three members*
Adult Division, *two members*
Audio Visual Division, *three members*
Preparatory School Division, *one member*
Camps and Conferences Division, *one member*
Editorial Board, *seven members*
Division of Field Work, *five members*

What Each Division Would Do

CHILDREN'S DIVISION. Educational work with children in the Church covers a wide area of activity. Sunday School administration, teacher training, summer vacation schools, weekday religious education, special study projects for the children's annual offerings, parent and home education, work with the pre-school child, missionary education of children, all are part of it. All this requires the annual production of plans,

DEPARTMENT OF CHRISTIAN EDUCATION

	Budget Recommended	Increase Decrease
II. *Education and Promotion*		
Office of Director		
Director	$9,000	
Secretarial Service	2,600	- 1,872
	$11,600	- $1,872
Pension Premiums	700	
Travel	4,000	1,500
Meetings	——	- 2,000
Total	$16,500	- $2,372
Division of Children's Work		
Salaries		
Executive Secretary	$6,500	$6,500
Assistant Secretary	3,500	- 2,500
Secretarial Service	5,200	5,200
	$15,200	$9,200
Travel	4,000	4,000
Meetings	3,000	1,000
Pension Premiums	650	50
Total	$22,850	$14,250

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CHRISTIAN EDUCATION — continued

	Budget Recommended	Increase Decrease
Division of Youth		
Salaries		
Executive Secretary	$6,500	
Assistant Secretary	——	
Educational Secretaries	7,000	
Secretarial Service	5,200	1,404
	$18,700	$1,404
Travel	6,000	3,500
Expenses (conferences, etc.)	4,000	-1,500
Extension of U.M.C.Y.	2,500	1,500
Triennial Youth's Convention	1,000	500
Pension Premiums	650	
Total	$32,850	$5,404
Division of Adult Education		
Salaries		
Executive Secretary	$6,500	$4,500
Assistant Secretary	3,500	3,500
Secretarial Service	2,600	286
	$12,600	$8,286
Travel	4,000	4,000
Meetings	1,500	1,500
Pension Premiums	650	650
Total	$18,750	$14,436

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materials, and methods apart from the normal Sunday School curriculum. This production is the job of the Children's Division. At present we are doing very little in this field for lack of workers.

YOUTH DIVISION. The present Division of Youth has had the longest continuous experience in terms of organization and personnel of any of the Divisions of the new Department of Christian Education. This experience has served to demonstrate the inadequacy of the educational commitment of the Church to meet the crucial needs of youth in the present day. The objectives have been sound but desired results have been lacking in view of limited personnel and financial support. To correct this condition we must realize that this Division is concerned with much more than youth activities. We must create a program for the whole span of adolescence, a program which will deal with the whole individual in terms of the relevance of the Christian faith to his own life situation and in terms of his membership in the Christian community.

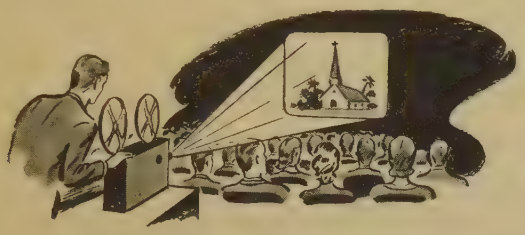
The provision of a secretary for the junior high age group is of especial signficance in connection with the proposed new budget. At the present time this important age group is entirely handled by Coöperating Agencies.

Although a certain amount of educational material is now prepared for use by high school youth, the breakdown in the budget of a separate item for high school youth would provide supplementary program materials geared specifically to these ages as well as leadership training for clergy and lay workers in these areas.

ADULT DIVISION. It is the job of the Adult Division to create plans and materials for the whole great opportunity before us today with grownup people. We need programs for young adult groups. We need materials for schools of religion, and

schools of prayer. We need family study programs; we need much stewardship education, and the Church needs constant missionary education. Today only a small trickle of educational material for adult consumption is being produced. We have no full-time personnel at work on it. We are asking for two full-time people to work steadily in this big field.

Division of Audio-Visual Education. It is the job of the Division of Audio-Visual Education to make known to the Church the proper educational use of the varied type of visual aids. Some are projected aids such as slides, slide films, and movies. Others are non-projected such as flannelgraphs, flat pictures, figurines, and models of all sorts. The new curriculum must be implemented in each course with proper visual aids. Many pictures need to be created. We have practically no good Episcopal teaching slides or films on a large scale, and we have no distribution system throughout the United States whereby visual aids can be quickly procured by the parishes..



Division of Preparatory Schools. The Episcopal Church has a large number of preparatory schools for boys and girls. Most of these are on the high school and junior high school level but some include all the grades.

It would be the work of a Division of Preparatory Schools to visit our private schools and assist their leaders with their programs of Christian Education. Such a division would sponsor conferences of school heads. It would provide summer training opportunities where Christian teachers could be prepared to teach the secular subject from a Christian viewpoint. It would assist in the recruiting of teachers and chaplains. It would produce teaching materials for these schools.

In addition to the established preparatory schools, there is today a small but growing parish day school movement. At present some 125 parishes have full-time weekday schools. The number is increasing.

CHRISTIAN EDUCATION — continued

	Budget Recommended	Increase Decrease
Division of Audio Visual Education		
Salaries		
Executive Secretary	$6,500	$6,500
Assistant Secretaries	7,000	3,500
Librarian	2,300	2,300
Secretarial Service	5,200	390
	$21,000	$12,690
Travel	4,000	4,000
Research	—	
Film Rental Library	1,500	1,500
Production of New Visual Aid	25,000	25,000
Pension Premiums	650	650
Total	$52,150	$43,840
Division of Parish and Preparatory School		
Salaries		
Executive Secretary	$6,500	$6,500
Assistant Secretary	—	
Secretarial Service	2,600	2,600
	$9,100	$9,100
Travel	2,000	2,000
Meetings	1,000	1,000
Pension Premiums	650	650
Total	$12,750	$12,750

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CHRISTIAN EDUCATION — continued

	Budget Recommended	Increase Decrease
Division of Camps and Conferences		
Salaries		
Executive Secretary	$6,500	$6,500
Secretarial Service	2,600	2,600
	$9,100	$9,100
Travel	2,000	2,000
Meetings	1,000	1,000
Pension Premiums	650	650
Total	$12,750	$12,750
Editorial Board for New Curriculum		
Salaries		
Editor in Chief	$6,500	
Assistant Editor	—	
Associate Editors	25,000	12,200
Research Assistant	5,000	5,000
Secretarial Service	7,800	3,367
	$44,300	$20,567
Extension of Curriculum Program	$5,000	$3,500
Authors' Fees	5,000	3,500
Consultation Fees	3,000	1,700
Travel	4,000	1,500
Meetings	2,500	
Pension Premiums	650	
Library	1,000	
Total	$65,450	$30,767

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The schools which exist at present need guidance and help. Hardly a week goes by that a request is not received for information by those who wish to establish such a school. It would be part of the task of this Division to give such guidance and aid to this new development in our Church education.

Division of Camps and Conferences. The present number of persons attending summer camps and conferences is between nine thousand and ten thousand. The number should be at least twenty thousand. Almost every diocese has some kind of summer conference or camp but there is a need for help in the areas of:

Leadership training of both laymen and clergy involving workshops for directors, special techniques for educational programs of this type, and exchange lists of summer camp and conference leaders.

Assistance in setting up standards for administration of camps and conferences and general objectives.

Preparation of program material (present program material very inadequate). Some standard courses should be provided and resource materials which exploit the best educational techniques for summer conference and camp use.

The Editorial Board. *Where do we want to go in the light of the present status of spiritual life within the Church?* As we answer this question, only then can we expect the Church to make a supreme commitment to the will of God and be willing to pay the price of a realistic program of Christian Education.

Under this sort of spiritual compulsion the Editorial Board can with confidence proceed to a creative scheme of things capable of carrying the weight of the educational challenge. Then, and then only, will units of work, lesson plans, parent-parish participation, classroom procedures, and projects become meaningful.

In line with this thesis a basic educational philosophy has been outlined in *The Church Looks Ahead to the New Curriculum: Specifications. The Church's Teaching* setting forth what a mature member of this Church ought to believe to his soul's health is in preparation. These publications, however, do not solve the educational problem. They merely

point up the problem and indicate the major directions that the solution must take. To arrive at a solution we must ask and answer questions: What is a child like? How is he different from an adult? How does he learn? What are his peculiar religious capacities? How is his Christian life conditioned by his home, his school, and his community? What can the parish do to help him live organically into the Christian experience? This is the problem that makes research necessary. The courses and the curriculum scheme must be developed in the light of the answers that we get. In addition all courses and schemes must be tested in pilot schools before they can be published with confidence.

All this will require an array of specialists and writers who are equipped by training and experience and who are supremely loyal to the faith. In addition extensive library materials and physical equipment will be required. Consultants in Bible, Church History, Doctrine, Worship, Music, and Art must be enlisted.

The program of the Editorial Board demands a new, bold, and effective educational plan for the whole Church, one which will neither copy that of some other Church nor depart from the essential position of this Church. If this program is to be realized, tireless labor and generous financial support must be its practical foundation.

THE DIVISION OF FIELD WORK. First, and at present the biggest field work job done in education, is with parish clergy. The in-service-training program must touch all ordained men within this coming triennium. This needs to be a continuing program if it is to be really effective. Our field staff would reach the clergy in various kinds of five-day workshops annually, at the College of Preachers, in individual dioceses, and in summer conferences. But the clergy are not the only

CHRISTIAN EDUCATION — continued

	Budget Recommended	Increase Decrease
Division of Resident Field Work		
Salaries		
Executive Secretary	$6,500	$6,500
Provincial Field Workers	22,000	22,000
Secretarial Service	2,600	2,600
	$31,100	$31,100
Travel	15,000	15,000
Meetings	16,000	15,000
Pension Premiums	2,850	2,850
Total	$64,950	$63,950
General		
Grants-in-Aid for Improvement of Christian Education in Seminaries	$25,000	$25,000
College of Preacher's Program	10,000	7,500
Summer Conferences for Clergy Training	5,000	5,000
Library	2,000	2,000
Contingent Fund	500	400
Publications	—	100
Salaries to be distributed	—	18,427
Total	$42,500	$21,373
TOTAL CHRISTIAN EDUCATION	$341,500	$217,148

Turn to page 49 for Summary of the whole Program . . .

ones who need training. There are 250 lay directors of Christian Education in dioceses and parishes. They, too, want regular refresher courses provided. Then there are the superintendents, teachers, parents, and parish educational secretaries. All these need leadership training which only adequate field work can provide.

It is proposed in this Division to build up a real field work staff who are trained in leadership education. We are asking for five such field workers. This will give us the staff to man the College of Preachers program and do effective diocesan workshops on a fairly wide scale.

Other Departmental Work (Additional Work). We also need the funds to promote the badly needed temporary subsidy of educational work in our seminaries. This subsidy should be planned to extend for ten years, after which time the seminaries should be encouraged to assume full support of this needed work. It should provide financial help to men who will do graduate study to prepare themselves to teach in our seminaries and to work in the Department. Only by some such program of aid will the Church get the manpower it needs to give proper educational leadership for the future. This is the plan for the development of a Department of Christian Education capable of doing the task it should be doing. What we propose to accomplish may be summed up under three headings:

1. To create the educational material needed by the Church.

2. To train the seminarians, clergy, and lay leadership of the Church to do the educational job effectively.

3. To publish our own materials.

We believe that until this is done the educational work of the Church will remain chaotic and ineffectual. Until the Episcopal Church has at last vastly improved its educational work we shall be constantly bedeviled with the host of problems which hold us back today in every field of our Christian mission.

John Heuss

DIRECTOR

AMONG OUR OWN

THE preparation of a budget for the next triennium involves a careful study of the inadequacy of the present budget. What needs are we able to meet with the funds currently available, and what needs have of necessity been ignored? What opportunities have we been able to grasp, and what other opportunities have we lost, in many cases permanently?

An intelligent appraisal of budget figures must be a matter of counting both assets and liabilities. Where we have failed because of poor management, ineffective leadership, or shoddy work, no financial increase will change the existing picture. Where we have failed because of the lack of men, money, or machinery, that lack must be supplied, else we fail again.

In this report we list those areas where additional funds are imperative if the Church is to move forward. It is not enough in these days of world crisis to preserve the *status quo ante*. There must be a planned, aggressive advance on all fronts. There must be sound missionary strategy backed with sufficient funds to translate that strategy into an on-going program.

The Church is a living organism. Like all living things, it must grow, else it stagnates and dies. It must grow inwardly in grace and knowledge and vision and it must grow outwardly in numbers, in wider outreach, in a larger impact upon our human society. The needs listed in this survey are not designed to meet a static program. They are rather a plea for investment in more forceful and more effective missionary adventuring.

HOME DEPARTMENT

Division of Domestic Missions

	Budget Recommended	Increase Decrease
I. *Missionary Work*		
Dioceses		
Arkansas	$6,850	
East Carolina	7,820	
Eau Claire	6,200	
Fond du Lac	2,040	
Georgia	3,225	
Minnesota	6,500	
Mississippi	3,000	
Montana	8,438	
Nebraska	16,632	
Northern Indiana	1,650	
Northern Michigan	2,500	
Olympia	3,850	
Oregon	1,750	
Sacramento	5,604	
South Carolina	6,373	
Southwestern Virginia	11,800	
Upper South Carolina	5,050	
Western Michigan	2,850	
Western North Carolina	4,850	
West Texas	600	
Total	$107,582	

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HOME DEPARTMENT — continued

Division of Domestic Missions

	Budget Recommended	Increase Decrease
Missionary Districts		
Arizona	$43,381	
Eastern Oregon	16,078	
Idaho	26,770	
Nevada	29,385	
New Mexico	31,526	
North Dakota	23,570	
North Texas	19,000	
Salina	23,160	
San Joaquin	18,137	
South Dakota	95,840	
Spokane	24,493	
Utah	23,780	
Wyoming	49,099	
Total	$424,219	
Special Fields		
Negro Work	$30,000	
Japanese Work	1,000	
Total	$31,000	

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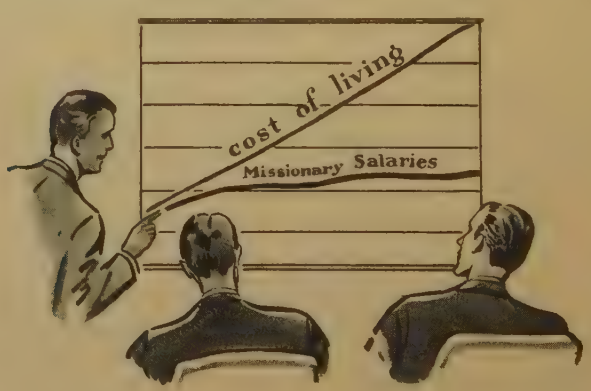
Adequate Clergy Salaries a Primary Need

First and foremost among these needs is that of justice and decency in clergy stipends. In some of our missionary areas the salaries paid to our clergy are not only disgraceful, they are clearly unchristian. We demand high standards of vocation, and long and expensive periods of training for those who would serve their Lord in the ministry of this Church. Truly these men have every right, on their part, to expect from the Church a Christian measure of livelihood for themselves and for their families. All too many of them are today denied a minimal living.

We have today, in theory, a minimum of $2,400 and house for a married man. But it is only in theory and theoretical stipends do not pay for food, clothing, medical care, and schoolbooks for the children! That requires a pay check! And the only way our missionary bishops can supply that pay check is to employ fewer men in order to cut the stipend slices a bit thicker! This in turn means closed churches and neglected congregations!

Of all the needs which will be presented to Convention for consideration and approval, this need for adequate clergy stipends, at home and abroad, must come first. We have no moral right to plan the opening of new fields or the creation of more machinery until this need is honestly and adequately met.

Most of our missionaries have more than one field. Others have single fields greater in area than some of our smaller dioceses. An automobile is as essential as a church or a prayer book. Yet we are unable to supply our missionaries with cars or to provide reasonable maintenance



for those who have managed to buy them. The small salary, in more cases than we realize, must be further stretched to cover all or some part of the necessary travel.

We make no provision in the domestic field for the education of a missionary's children. His pension, upon retirement, being based on a minimum stipend, is pitifully small. He is the "forgotten man" in the over-all picture of the Church's life. For *Clergy Salaries* in Continental United States, the National Council appropriates approximately $150,000. An additional $50,000 is needed if we are to meet the minimal needs for salaries and travel.

Better Housing for Missionary Clergy

We need better housing for our missionary clergy. They are entitled to a minimum of $2,400 *and house*. In many cases I know, the houses are unworthy of the name of rectory.

Not only do we need to provide for continual upkeep and repairs for such houses as are worth preserving, we need also to buy or build houses when a new field is opened. To ask a man to pioneer in a field of great promise for the future and to give him no decent house out of which to create a home is unthinkable. It is this matter of inferior housing more than anything else which is responsible for the short tenures which are characteristic of our missionary enterprise. And short tenures (fifteen to eighteen months is the *average* in some fields) never built strong foundations and never will.

Because of past neglect in this area, the cost of rehabilitation of our missionary "houses" will be excessive. The cost of building new rectories at the present time is also excessive. No one could possibly estimate the total, but the time has come for an annual item of $25,000 for this one vital purpose. The longer we postpone the inevitable, the higher will be the cost, not only for necessary building but in terms of a temporary ministry instead of a more permanent ministry.

What funds we have had in the past for building grants have come from legacies held by the Society. Nearly always these grants have been for church buildings, another sphere in which our policy has been disastrous. A new field has been entered, cottage meetings or temporary quarters have been occupied too long, and the community has turned to more farsighted institutions than ours for membership.

HOME DEPARTMENT — continued

Division of Domestic Missions

	Budget Recommended	Increase Decrease
Miscellaneous Items		
Missionaries' salary & travel	$50,000	$50,000
Housing	25,000	25,000
Grants for Church Buildings	25,000	25,000
Special Emergency on West Coast	25,000	25,000
Indian Appropriation	20,000	20,000
Survey—Officer & expenses	10,000	10,000
Emergency Pension Grants	10,000	10,000
Total	$165,000	$165,000
Central Office		
Salaries		
Secretary for Negro Work	$5,500	
Secretarial Service	5,200	
Total	$10,700	
Pension Fund	550	
Printing and Publications	100	
Contingent Fund	100	
Total	$11,450	
Total Division of Domestic Missions	$739,251	$165,000

continued on next page

HOME DEPARTMENT — continued

Division of Town and Country

	Budget Recommended	Increase Decrease
Missionary Work		
Rural Church, Training & Education	$44,225	$9,200
Rural Field Projects	24,985	5,301
Diocesan and Provincial Organization Development and Survey	8,000	500
Rural Service Grants	7,390	4,790
National Rural Church Promotion and Literature	4,650	– 150
Contingent Fund	750	59
Total	$90,000	$20,000
Central Office		
Salaries		
Executive Secretary	$6,500	
Assistant Secretary	3,500	
Secretarial Service	2,600	
	12,600	
Pension Fund	650	
Travel	3,000	
Printing and Publications	100	
Contingent Fund	100	
Total	$16,450	
Total Division of Town and Country	$106,450	$20,000

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Too Little and Too Late

Too little and too late . . . that's the tragic history of our missionary expansion. I have no patience with a Santa Claus policy, nor with a program of pauperization of a local group. *But* some initial capital help at the beginning may make all the difference between success and failure. I believe we need to give new congregations help in securing the tools necessary to build and then expect them to build by their own efforts and enterprise.

Legacies available for this purpose are practically nonexistent today. These gifts from the past have been virtual lifesavers in the past decade. They have made many gifts and subsidies possible, and have helped at critical times to save a local situation. The average expenditure from this source has been about $80,000 per annum. Unless we have an increase in legacies, we shall need $25,000 per annum for many years to supply the immediate and strategic needs of our expanding work.

Thus far I have been speaking of the annual need for capital grants in normal times and under a more or less settled economy and geography. Today we are in the midst of great population changes which create new opportunities for the Church overnight. The West Coast particularly, the Eighth Province, has been literally swamped by the multitude which has settled in its midst.

Many churches will need to be enlarged, some perhaps will need to be moved, others will need to be built, and the resources of the local dioceses are not equal to the task. Other religious groups are facing the same problem. If we are to carry our fair share in providing a Christian ministry to these new communities from Canada to Mexico, we shall need, in the way of additional subsidies and grants, a minimum of another $25,000 annually over a period of years.

Sound Foundations in Rural America

At long last we have the beginnings of an effective rural program. Sound foundations have been laid. Some excellent work has been done. Experiments have proven conclusively that this Church can meet the town and country needs. Seminarians in large number have been exposed to the romance as well as the possibilities of work in Rural

America. In my judgment, it is in the town and country field that progress in recent years has been most outstanding.

What has been done has been well done. Our seedbeds are beginning to bear abundant fruit. If we are to multiply our efforts, expand our work, go from where we are to where we ought to be we shall need to finance that advance with additional funds. In the immediate future we shall need an increase of $20,000. As the work goes forward, we may need much more.

All the needs thus far specified are separate parts of one great whole. If we are to have a Town and Country ministry competent to deal with the problems of town and country work, we must have better salaries, better travel allowances, better housing, and better training for our clergy. The Church can become in Rural America the leaven that "leaveneth the whole lump" of rural life. But we must have generous support for this program *now*.

Among the American Indians

WHAT we usually speak of as the Indian Field is really another aspect of town and country ministration. Agriculture and industry on the open field or small town level accounts for the greater portion of our Indian people. Because we have thought of this field as a different field, and because there is so much work to be done and so little to do it with, we have been trying to "make bricks without straw."

The salaries paid our Indian workers are below the level of mere subsistence. Housing is on the most primitive level. Pensions are fantastically low. Our vision of need has far outstripped our pocketbook. We have more work under way than can possibly be maintained under the existing schedule of appropriations. We are faced with the choice of doing less work, of giving up some of the more expensive phases of our Indian program, or of asking for more adequate provision for the existing work. It will take $20,000 per annum just to make a start.

AMERICAN CHURCH INSTITUTE

See Budget, page 49

HOME DEPARTMENT — continued

Armed Forces Division

Missionary Work	$23,000	$23,000

continued on next page

Good Work Can Be Better

THE American Church Institute for Negroes has become more closely integrated with the National Council than ever before. It assists in the operation of seven schools, a hospital, and a college center. Our appropriation of $161,000 per annum is a godsend to these institutions, but it doesn't go the "second mile."

The units of the Institute have been brought to high standards of excellence. The local leadership is excellent, the educational standards high, and prospects for the future good. Costs have increased tremendously. Self-support has reached a new high. But there is still a gap between the "good" and the "better" which a larger appropriation would make possible. My suggestion is an increase of $20,000 for this work.

It is an interesting fact that every dollar appropriated by the National Council goes directly into the work of the Institute. We pay no part of the administrative expense of the Institute program.

Men in the Armed Forces Need the Church

THE Armed Forces Division which came into being at the last General Convention, added nothing to the National Council budget. It has had its own funds and has paid its own way. It can continue to underwrite its own program for some part of the next three years.

If the Selective Service Act goes into high gear, if the number of young men enlisted in the armed forces continues to grow, the needs for financial help for the Armed Forces Division will reach a high figure. Assuming that there will

be no serious acceleration of enlistments, the sum of $69,000 or $23,000 per annum, will be adequate.

Here is a vital field in which there are no immediate dividends. These young men, younger than the group in World War II, need to know that the Church has not forgotten them and that the Church's ministry is available to them. Our chaplaincy work, both of commissioned chaplains and of volunteers from nearby cities and towns, is an absolute "must" for the Church.

A Difficult but Vital Work

College Work is one of our most difficult fields. The American campus is one of the most vital missionary fields in American life. A sound program for the campus community involves a continuing ministry to the boys and girls of the Church who are away from home and an aggressive effort to leaven the demands of the intellectual life with the leaven of Christian thought and life.

No field is more important. No field is more neglected by this Church. Our annual budget of $60,000 is fantastically unreal in the light of both need and opportunity. If college and university circles are godless and pagan, the Church must admit its sins, and purpose to do better. Full-time chaplains, part-time chaplains, must be brought into the picture regardless of cost. If the local resources are too small, national resources must be made available. We need today an additional $25,000 per annum, and when College Work reaches its deserved place in our planning and work, the amount needed will be infinitely more.

HOME DEPARTMENT — continued

Division of College Work

	Budget Recommended	Increase Decrease
I. *Missionary Work*		
Salaries		
Executive Secretary	$6,500	
Secretarial Service	4,600	
	11,100	
Pension Fund	650	
Expenses (conferences, etc.)	3,000	
College Workers	57,235	25,000
Pension Fund — College Workers	1,495	
Provincial Travel	1,900	
Travel	3,000	
Total Division of College Work	$78,380	$25,000

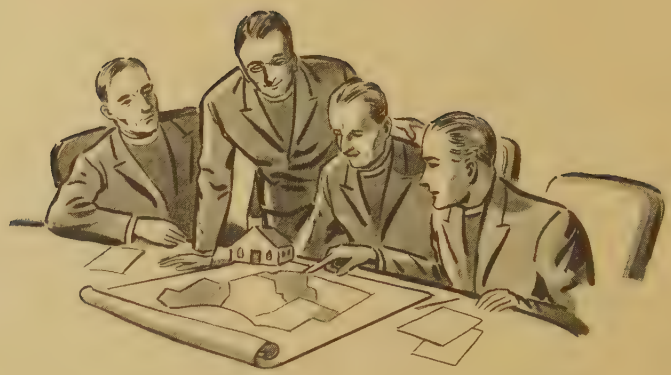
continued on next page

HOME DEPARTMENT — continued

Office of Director

	Budget Recommended	Increase Decrease
I. *Missionary Work*		
Salary of Director	$9,000	
Pension Fund	900	
Department Travel	3,000	
Total	$12,900	
Miscellaneous Items		
Retired Workers	$38,000	
Church Pension Fund	26,000	
Literature for the Blind	1,200	
Emergencies and Growth	2,400	
Outfits, Medical, etc.	3,333	
Travel for all fields	3,000	
Salary Adjustments for Clergy	2,000	
Additional salaries for women workers	2,000	
Contingent Fund	5,015	
Missionary Salary Reserve	2,980	
A. C. I. women workers	3,750	
Rural Institute Workers	3,000	
Total	$92,678	
TOTAL HOME DEPARTMENT	$1,052,659	$233,000

Turn to page 49 for Summary of the whole Program . . .



Other Important Needs

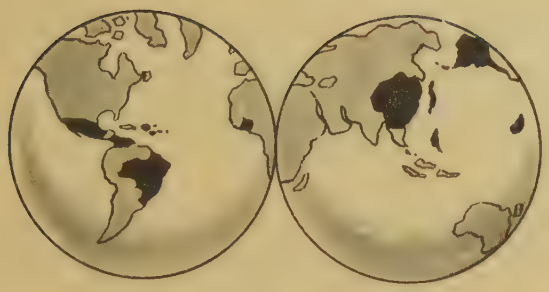
One need not yet mentioned is that of providing objective surveys on a diocesan level. We are increasingly faced with the demand for such service and should be able to supply it. Our brief experience with these studies has proved their great worth. The cost of surveys already made has been repaid an hundredfold by improvement in the local situation.

Here for the first time the matter of personnel in the Home Department must be faced. We need a field officer of experience and stature to plan and carry out the surveys demanded by the dioceses and districts. Our present office staff is not equal to this additional heavy drain in time and energy. It would cost a minimum of $10,000 per annum to provide this additional help. It would be cheap at twice the price.

Unless the Church Pension Fund proposes, and the General Convention approves some plan for the increase of minimum pensions, this matter must be regarded as a budget necessity. Men cannot retire today on pensions of $650—$800 per annum. In any case, we should have an emergency fund earmarked for relief of exceptional cases in the amount of at least $10,000 per annum.

George Q. Worland

DIRECTOR



CHURCH OVERSEAS

THE Overseas Department of the National Council is charged with the responsibility of preparing a program for the missionary work of the Church in its overseas fields during the next triennium including a detailed budget of that part of the program for which the General Convention proposes to make appropriation for 1950 and estimated budgets for the two succeeding years.

Two Natural Geographical Areas

To facilitate the work of the Overseas Department, the overseas missions of the Church have been grouped into two natural geographical areas, known as the Atlantic Division and the Pacific Division.

The Atlantic Division comprises the Missionary Districts of Mexico, the Panama Canal Zone (which includes work in Costa Rica, Nicaragua, Panama, and the northern half of Colombia as well as the Canal Zone proper), Southern Brazil, Cuba, Haiti, the Dominican Republic, Puerto Rico, the American Virgin Islands, and Liberia.

The Pacific Division comprises the Missionary Districts of Alaska, Honolulu, the Philippine Islands, Shanghai, Anking and the aided Dioceses of O-Hsiang, (formerly Hankow), and Yunnan-Kweichow in the *Chung Hua Sheng Kung Hui,* Dornakal in the Church of South India, and the ten dioceses of the Nippon *Sei Ko Kwai.*

The National Council, through the Overseas Department, is now giving aid to work in twenty-seven dioceses and districts located in nineteen countries.

The budget of the National Council for 1949 includes an appropriation of $1,688,874. for the Overseas Department.

OVERSEAS DEPARTMENT

	Budget Recommended	Increase Decrease
I. *Missionary Work*		
Extra Continental		
Alaska	$104,734	$25,969
Honolulu	73,081	14,616
Panama Canal Zone	74,667	14,933
Virgin Islands	21,796	4,712
Puerto Rico	104,361	20,872
Total	$378,639	$81,102
Overseas		
Anking	$61,065	
Brazil	145,000	33,559
Cuba	96,627	19,325
Dominican Republic	23,592	4,718
Haiti	80,000	20,090
Hankow	121,159	
India	10,000	
Japan	131,766	89,964
Liberia	120,510	24,102
Mexico	77,061	15,412
Philippine Islands	238,192	47,638
Shanghai	128,142	
China General	98,610	
Okinawa	3,500	3,500
Total	$1,335,224	$258,308

continued on next page

OVERSEAS — continued

	Budget Recommended	Increase Decrease
Miscellaneous		
Central Office Expense		
Salaries		
Director	$9,000	
Associate Secretary	6,000	
Assistant Secretary	5,500	
Assistant Secretary	5,500	2,750
Assistant Secretary	5,500	5,500
Secretarial Service	21,120	5,200
	53,120	13,450
Pension Premiums	2,550	825
Travel of Officers and Representatives of Department	6,000	1,000
Total	$61,670	$15,275

continued on next page

The Budget which has been proposed for 1950 and for the two succeeding years of the next triennium includes an appropriation of $2,109,859. for the Overseas Department. This is an increase of approximately twenty-five per cent. How will this be used?

Missionary Salaries Lag Behind Cost of Living

THE first charge against this budget is for missionary salaries. Missionary salaries have not kept pace with the increased cost of living. In some instances salaries have been adequate, but in many instances they have been entirely inadequate. Missionaries have had to draw on meager savings to supplement their salaries in providing for themselves and for their families. This is not right. No Church has a finer corps of missionaries than we have overseas. They are men and women who have left their homes and loved ones and the comforts and conveniences of life to serve in isolated posts in far-off lands among strange people. Their services have been splendid and have been rendered in the finest tradition of Christian missionary effort. We have no right to ask them to add to their already heavy burden and responsibility the constant worry of financial insecurity. We must support them not in luxury but adequately, so that they and their families may have enough, so that they may live in decent, comfortable homes, and have a sense of security both during their active ministry and during their years of retirement.

The first charge against the proposed budget is one to take care of a new pay table for all fields together with locality allowances that will insure an adequate income for every missionary of this Church. Our first responsibility is for those members of our staff, both foreign and native, who are already serving the Church overseas. When they have been cared for, we can think of adding to this staff, but we cannot increase the staff until those now in service have been provided for adequately.

The work varies in each of the several fields. In some fields the Church has been firmly established. The work has been stabilized and will not require or justify large increases in outside support either in men or financial aid, but should grow through the increase of a native ministry and a larger measure of self-support.

Some fields offer great opportunities for Christian missionary enterprise. Some offer opportunities such as have never been enjoyed before and if neglected may never occur again.

Such a situation requires and demands a carefully planned program based on a sound policy and backed by the generous support of the whole Church.

The Atlantic Division

In the Atlantic Division, Mexico has shown a steady and healthy growth under the devoted leadership of Bishop Salinas. In the face of many difficulties and discouragements and, at times, real danger, the Bishop and his staff and people have shown remarkable courage and loyalty. New missions have been established, a native ministry is being trained, and the work goes forward.

Bishop R. Heber Gooden and his staff in the Panama Canal Zone have had laid upon them a greatly increased responsibility since the Church of England relinquished to us its work in Costa Rica, Nicaragua, Panama, and the northern half of Colombia. With little more than a skeleton force where a strong corps of workers could be used, Bishop Gooden has done a superb job of caring for this new work, but new men and equipment and funds are needed to do the job that should be done in Central America. The work is there. The job we do is limited by the men and means we can spare for this field.

The Missionary District of Southern Brazil is a large field, so large and with such varied needs and activities that Bishop William M. M. Thomas, Bishop Louis C. Melcher, and Bishop A. T. Pithan unite in recommending that it be divided into three districts, each having its own bishop. There are great cities on the coast where the Church should be strengthened; there are vast regions in the interior ripe for missionary enterprise. As in many other fields, Southern Brazil has its own theological school for training a native ministry, and in years to come we can expect that this school will supply the Church with a well-trained leadership.

Bishop A. Hugo Blankingship and his people have accomplished a great deal in the completion of the new project in Havana which includes Holy Trinity Cathedral, the

OVERSEAS — continued

	Budget Recommended	Increase Decrease
Retired Workers	99,456	9,000
Church Pension Fund	46,200	
Scholarships for Missionary Volunteers	5,000	1,500
Conferences for Missionaries	3,000	2,000
Travel, Outfit, etc., Item R	150,000	50,000
Special Needs	2,000	500
Emergencies and Growth	1,500	500
Contingent Fund	3,912	1,000
Associated Medical Board	4,000	1,000
Screening and Equipment	10,000	
Travel Arrangements	500	
Printing and Publications	250	
Bonuses for all Bishops	8,508	800
Total	$395,996	$81,575
TOTAL OVERSEAS	$2,109,859	$420,985

Turn to page 49 for Summary of the whole Program . . .

Bishop's House, Deanery, a fine school, and a splendid auditorium. Generous help was given toward this project by the National Council, but the people of the Church in CUBA contributed the larger part and must receive credit for doing a grand job. With the exception of the dean of the Cathedral, Bishop Blankingship has no other American clergy on his staff, every parish and mission in the district being under the care of a Cuban clergyman. There are, however, several lay workers serving in Cuba. The Church's work there, as in so many fields, is limited only by the men and means now available.

Bishop C. Alfred Voegeli has approximately sixty-five mission stations under his care in HAITI. He is able to reach fifteen of these by car or jeep while the remaining fifty must be reached on horseback or on foot over difficult mountain trails under tropical conditions. Again this is a field where our parishes and missions are manned by a native ministry for our theological school in Haiti has given us a splendid corps of priests, and there are now twelve fine young men in the school preparing for the ministry of the Church. Bishop Voegeli has need of these men for there are many communities calling for a priest but the problem is to find salaries for them. The people are extremely poor, and cannot reach self-support for many years to come.

In the DOMINICAN REPUBLIC, the Church has not shown the same vigorous growth as in Haiti, but the work there deserves our support and with help, could increase in strength. Bishop Voegeli is the Bishop of the Dominican Republic as well as of Haiti.

Bishop Charles F. Boynton and his staff carry on an interesting and important work in PUERTO RICO and the VIRGIN ISLANDS which are separate missionary districts though having the one bishop. Here the Church is at work among our own people for these Islands are under the American flag and we have a direct responsibility for looking after our people. The opportunities for service in Puerto Rico are countless and our work is limited only by our ability to provide men and funds.

Bishop Bravid W. Harris and his staff in LIBERIA have been carrying out a tremendous building program. Liberia suffered no damage from bombs during the war, but Church

properties have suffered almost irreparable harm from the ravages of termites. Changing conditions along the coast also have necessitated a change in plans and policy for the Church's work. Cuttington College and the theological school have been moved inland 135 miles to a new site on a high plateau where a splendid farm has been laid out and partly planted and where a group of fine new buildings are rising to house the finest institution of higher learning in Liberia. These buildings are of reinforced concrete with metal window and door casings so that termites and dampness cannot harm them.

The great need in Liberia, as in every field, is for a capable and devoted native leadership, and Bishop Harris has a plan for training such a leadership. The Church's work in Liberia which has had so many set-backs and disappointments in the past was never in better hands than it is today, and there is every reason to be encouraged and hopeful for the future.

The Pacific Division

Bishop William J. Gordon was the youngest man ever elected a bishop in the Church, being only twenty-nine years of age at the time of his election. He and his staff minister to Eskimo, Indian, and white Churchmen scattered over the vast territory which is Alaska. Bishop Gordon is an enthusiastic airman who has learned to fly, who has his own plane, and who pilots it on his missionary journeys to the widely scattered missions of the Church in Alaska.

Alaska's growing importance as our last frontier and as a military base imposes upon the Church the responsibility of ministering to the people who have gone north in recent years, and others who will join them in the days to come. Here the Church is well established and enjoys the confidence of the people and has a splendid opportunity to serve.

The Hawaiian Islands have been called, and rightly so, the threshold of the Pacific. Here, Bishop Harry S. Kennedy and his staff have done a remarkably fine job of caring for our people who are "of all nations and kindreds and peoples and tongues." Every race and nation is represented in the congregations in the Islands. The Church grows in numbers and in influence and its measure of self-support. It is one of

those places where with small effort on the part of the National Church, and scant funds, the work grows and increases with wonderful rapidity.

Our mission in the PHILIPPINE ISLANDS is firmly established. It shows a strong and healthy growth. It is well staffed, and it enjoys an especially able leadership in the person of Bishop Norman S. Binsted.

Our staff in the Philippines includes twelve Filipino clergy. Twelve other young men are studying for holy orders in St. Andrew's Seminary in Manila.

Without exception, every mission of the Church in the Philippines suffered material damage as a direct result of the war. The program of rebuilding goes forward. What has been done has been well done after careful planning.

In compliance with the request of the Philippine Independent Church, we have given to that Church holy orders in the apostolic succession, have given it the right to use our Prayer Book in its Spanish translation, and have agreed to train its candidates for holy orders in our theological school. While there is no organic union between the Philippine Independent Church and our own mission, the happiest relationship exists between the two groups. They regard each other with confidence and respect and share a mutual hope that in time the relationship may become ever closer. This is a great venture in faith which may have far-reaching results in years to come.

The Church in JAPAN, known as the *Nippon Sei Ko Kwai,* is an independent, autonomous Church comprising ten dioceses, each having its own Japanese bishop. This young Church is the daughter of three missions, the Church of England, the Church of England in Canada, and the Protestant Episcopal Church in America.

This young Church is just now rising from the ashes of war. Being young, and having suffered the tragedy of war with its bombings and burnings and awful toll of death, it has many weaknesses. On the other hand, it has many signs of strength and enjoys the leadership of a remarkably able man in the person of the Rt. Rev. Michael H. Yashiro, Bishop of Kobe and Presiding Bishop.

The Church in Japan faces such an opportunity as it has never faced before, and if it fails now will never have again.

What happens in Japan today will have profound influence upon the life of the Japanese people for generations to come. The democratization of Japan must wait upon the Christian evangelization of the people of the land. The whole cause of Christian missions in the Far East may depend upon what happens in Japan tomorrow. In this land, and in this young Church, we have our greatest opportunity for Christian missionary enterprise and effort. We must give the *Nippon Sei Ko Kwai* every possible support.

The *Chung Hua Sheng Kung Hui*, or the Holy Catholic Church in CHINA, comprises fifteen dioceses, three of which have been missionary districts of our Church, and two of which continue to have such status, the third now having the status of an aided diocese.

For more than one hundred years, the work in China has been centered in the broad valley of the Yangtze River. The Missionary District of Shanghai, known in the Chinese Church as the Diocese of Kiangsu, occupies a broad area reaching northward from Shanghai and spreading far inland. Bishop William P. Roberts is the American Bishop in charge. He has as his assistant Bishop Keh-Tsung Mao, a splendid Chinese Churchman. Among the fine and well-known institutions of the Missionary District of Shanghai are: Mahan School and St. Faith's School at Yangchow; St. Mary's Hall, Shanghai; Soochow Academy; St. John's University, Shanghai; St. John's Middle School; St. Luke's and St. Elizabeth's Hospital Shanghai; St. Andrew's Hospital, Wusih; the dispensaries at Yangchow and Changsu; and the seventeen primary day schools.

Up the Yangtze beyond Shanghai and reaching far to the north and south of the river lies the Missionary District of Anking, known in the Chinese Church as the Diocese of Wan-gan. Bishop Lloyd R. Craighill is the diocesan, having Bishop Robin Chen as his assistant. St. James' Hospital at Anking, St. Agnes' Middle School at Wuhu, and St. Paul's School at Anking are some of the Church's institutions in this field.

Lying to the west of Anking is the Chinese Diocese of O-Hsiang, formerly known as the Missionary District of Hankow. In September 1948, Bishop Stephen Hai-Sung Tsang became the diocesan and the missionary district became an

added diocese of the Chinese Church rather than a missionary district of this Church. Among the Church institutions in this diocese are St. Lois School and Hsin Mien School in Hankow, and Huachung University, Boone Middle School, Boone Library School, St. Hilda's School, and Church General Hospital, Wuchang.

In all three of these great fields, there are splended Chinese bishops, clergy, nurses, doctors, teachers, and evangelists. No man can foresee or foretell the future of the work in China, but it is safe to say that the work will go on, and that while many American missionaries have been evacuated, many others remain at their posts. Even if all American missionaries have to be withdrawn, the able Chinese staff will carry on. As in Japan, so in China, more responsibility for policy and planning and for the administration of work must rest upon the Chinese bishops and their staffs who are well able to shoulder such a burden. They will continue to need our sympathy and our fullest support including such American personnel as we may be permitted to hold in China, but in increasingly large measure the planning and administration of the Church's work in China must fall upon the shoulders of the Chinese Churchmen.

We are giving some help to Bishop Quentin Huang in the Diocese of YUNNAN-KWEICHOW in the far southwest corner of China, and to Bishop Elliott in the Diocese of DORNAKAL in the Church of South India.

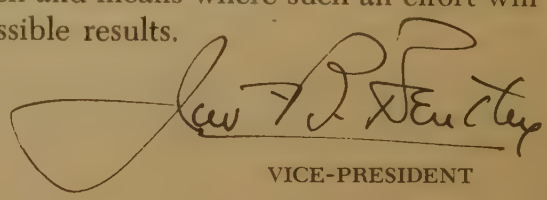
The Program Proposed

THE program which is proposed, and the budget to make the program effective, is based on a policy that will enable us:

1. To hold our ground in every field where the Church is now established.

2. To adjust missionary salaries so that every missionary in the Church will receive a stipend adequate to meet his needs and to remove the fear of financial insecurity; and

3. To accept the challenge of opportunity in several fields and to spend men and means where such an effort will bring the greatest possible results.



VICE-PRESIDENT

CHRISTIAN SOCIAL RELATIONS

CHRISTIAN Social Relations has its theological roots deep in the Christian doctrine of God, Man, and Society. Its growth and fruits depend upon the life and work of the individual Christian and the corporate works of the parish, the diocese, and the whole Christian community.

The program of the Church is a single united missionary program. In that program it is the responsibility of Christian Social Relations to emphasize and give leadership to the Church's concern about man's social environment and relationships.

Does Christianity have something to say about the wholesomeness of community life?

Can the parish church contribute to more social justice and human rights?

Are the health and welfare services of the Church all that they should be?

Do the clergy desire additional training or refresher courses in pastoral counseling?

Is the Church missing a great missionary opportunity among the vast industrial populations of our cities?

How shall we sustain the hands of exhausted Christian Churches in wartorn countries and aid them with their relief needs?

These are the questions to which the Department of Christian Social Relations directs its attention. General Convention, the Lambeth Conference, and the World Council of Churches adopt statements and resolutions pointing the

Christian Social Relations emphasizes and gives leadership to the Church's concern about man's social environment and relationships.

DEPARTMENT OF CHRISTIAN SOCIAL RELATIONS

	Budget Recommended	Increase Decrease
II. *Education and Promotion*		
General Christian Social Relations and World Relief		
Salaries		
Director	$9,000	
Assistant Secretary (pt. tm.)	3,000	500
Field Worker	5,500	5,500
Secretarial Service	7,020	2,340
	$24,520	$8,340
Pension Fund Premiums	1,450	550
Travel-officers and representatives of Department	3,000	1,500
Social Relations and Industrial Conferences	2,500	1,500
Training and Demonstration projects in social work	3,800	1,200
Publications and Books	500	300
	$35,770	$13,390

continued on next page

way to new responsibilities in a changing world order. The Department is charged with the responsibility to develop, promote, and coördinate studies and activities in parish and diocese without which the resolutions and statements are empty gestures.

Methods of the Department

THE methods of the Department are survey and research, programming, field work, and conference. The bishop of a diocese may request assistance with the financial problems related to his organized social services. A diocese may want to develop a program of care for aged people. Here, only wise research and professional competence can assure recommendations commensurate with the best of present-day practice. If Christian Social Relations is to become a universal parochial activity, programs must be prepared. If displaced persons are to be resettled a program and workable plan must be defined. Study material on race relations and world order must be prepared. Literature on child care, chaplains service, and homes for the aged help the Church agencies to improve their programs. Institutes offer training and refresher courses for leaders in pastoral counseling or urban Church work. Conferences bring clergy and laity together in regional groups to pool their thinking and muster their forces. Field work gathers up the best experience and practice of many places and makes it known to others. These are the tasks of the Department of Christian Social Relations.

The Department believes that in these days of world disorder the Christian Church must become a mighty force for social righteousness. To this end the Department presents its advance program for this triennium.

Strengthening Diocesan and Parochial Programs

CHRISTIAN Social Relations must be a vital force in parish and diocesan life. It is there that family welfare, race relations, social justice, and the relations of management and labor have their greatest reality. It is in the parishes and dioceses that resettlement of displaced persons must take place and where public opinion about world order is determined. It is in the parish and diocese that man's concern

for man becomes part of the worship, study, and work of the Church.

Some parishes and dioceses are doing an excellent job of Christian Social Relations. But that is not enough. The forces of evil are not divided and it is only as the whole Church becomes united in a common program that it will move "like a mighty army." The goal can be nothing less than strong departments in every diocese and a developing program in every parish.

Three new things are needed to make this program really effective throughout the Church:

A field worker to work with diocesan departments and parish committees in strengthening their local programs; to help with Provincial and regional conferences; and to make field studies. He would recruit leadership assistance from among the clergy and laity of the Church so that subjects of sporadic concern would be welded into an effective Church-wide program.

Additional travel and conference provisions are necessary for additional travel of the staff and the recruited leaders among the parish clergy and laity. Conferences should be planned in at least three Provinces each year but staff and travel supplementation are necessary.

Trained personnel for leadership, and demonstration projects are both needed. The demand for clergy with special training and competence to be executives of diocesan departments of Christian Social Relations exceeds the supply. Some

CHRISTIAN SOCIAL RELATIONS — continued

	Budget Recommended	Increase Decrease
Health and Welfare Service		
Salaries		
Executive Secretary . . .	$6,500	$500
Assistant Secretary . . .	5,500	5,500
Secretarial Service . . .	4,628	2,408
	$16,628	$8,408
Pension Fund Premiums . .	1,200	600
Travel	2,000	1,000
Conferences	1,500	500
Training Centers and Scholarships	4,200	4,200
Total	$25,528	$15,008
Services to Churches in Urban-Industrial Areas		
Salaries		
Assistant Secretary, Field Worker	5,500	5,500
Secretarial Service . . .	2,052	2,052
	$7,552	$7,552
Pension Fund Premiums . .	550	550
TOTAL CHRISTIAN SOCIAL RELATIONS	$69,400	$36,500

Turn to page 49 for Summary of the whole Program . . .

The Episcopal Church has more than 250 institutions throughout the United States, which express the common concern of Church men and women for their neighbors as a part of their worship of God.

parish clergy are ready and competent to train for these jobs or for special interests in Christian Social Relations. One more scholarship for full training in social work should be available to a priest of the Church and assistance to several clergy for short-time training in pastoral counseling, industrial and racial relations.

Services to Health and Welfare Agencies

More than 250 hospitals, child care agencies, homes for the aged, convalescent homes, city missions, seamen's institutes, and youth serving agencies are operated under the auspices of the Church or in its name. These agencies represent many millions of dollars of capital funds and several millions of annual operating expenses. Several thousand staff workers serve the health and welfare needs of hundreds of thousands of people. Next to the operation of parish churches and missions these social welfare agencies are the major activity of the Church. They represent a glorious heritage and a serious present trust. Their programs must be a blessing to the people they serve and an example to the community. They must combine the best of modern social work with all the healing powers of the Christian Church.

To maintain these goals they often need expert assistance, and the bishops, boards of directors, or diocesan departments turn to the National Council for help. Literature on standards of work has been published, conferences have been held for staff and board members, personnel has been secured, and field surveys have been made. The requests for surveys must be postponed six to eight months because of

the large number. This is too long a wait when crucial questions of agency or diocesan policy are involved.

A Committee on Health and Welfare Services, made up of experts, has been guiding this important part of the Department's program. It is hoped that this committee will be given Division status.

In order to answer the requests for help and take advantage of the opportunities for developing and improving this work the Department proposes:

Additional conferences of staff and board members.

Training centers where available Churchmen can be prepared as house-parents in children's agencies or as staff workers in homes for the aged; scholarship assistance for clergy wishing to prepare themselves as agency executives. Only in this way will the quality of work be improved in some of the agencies.

A professionally qualified staff worker to assist with surveys and more frequent follow-up and consultative activities.

Services to Churches In Urban-Industrial Areas

EASILY four hundred churches are situated in the rapidly changing urban industrial areas of the United States. The old downtown churches are losing their congregations to the suburbs and the country. In their place have come vast numbers of industrial workers and their families. Great housing projects are developing in the downtown areas or in wholly new areas of the expanding city. Who can say that we have properly met the challenge and opportunity of these new developments? In areas of large new populations the old parish church (or churches) continue with dwindling congregations, or where there is no parish church nothing is done about it. Is the evangelization of men and women in industry of no concern to the Episcopal Church? We could go much farther and find less opportunity and responsibility than in these urban-industrial areas. Other communions are meeting the challenge with less strategic situations than our own.

And the Episcopal Church is interested and waiting for leadership. An exploratory conference at Seabury House met with ready response from bishops and clergy and requested the Department to provide leadership. Several

dioceses have requested surveys. A two-week training institute at Seabury-Western had no difficulty in securing thirty registrations (capacity) from eighteen dioceses, and bishops asked for regional institutes, so that their clergy could attend.

During the war the Church showed great temporary interest in war-industry areas. To a great extent those areas with their opportunities continue. But the budget available in wartime (some missionary fields were closed) could not be continued. Dioceses and parishes must meet the challenge but they need help from the National Council.

To make a beginning in survey, conference, and field work the Department recommends a full-time field worker and secretarial assistance.

THE budget request of the Department of Christian Social Relations proposes to:

Strengthen diocesan and parochial programs of Christian Social Relations.

Improve the programs and diocesan relations of the health and welfare agencies of the Church.

Provide leadership and assistance to the Church in the evangelization of modern industrial society.

DIRECTOR

CHRISTIAN WORLD RELIEF

CHURCHMEN created the Presiding Bishop's Fund for World Relief because they wanted to contribute food, clothing, and money through the channel of the Church.

From a small beginning in 1940 the Fund grew to receive and allocate more than $3,500,000 during the past triennium. In coöperation with other Churches in Church World Service millions of pounds of food, clothing, and bedding were shipped to the Christian Churches and agencies in the neediest countries of Europe and Asia. In coöperation with the World Council of Churches inter-church aid was given to the Eastern Orthodox, Old Catholic, and Protestant Churches in Europe, the Near East, and Africa. In Asia assistance was given to the Anglican Churches in China, Japan, India, Malaya, the Philippines. Refugees, displaced persons, and prisoners of war were provided with the ministry of their Churches, welfare and recreational services, and resettled in the United States and other countries offering them haven.

The program is Christian in spirit and in deed. Our agents on the field are the clergy, the lay workers, and the agencies of the Christian Church. The whole program has been cleared with governmental programs to avoid duplication and as a Church program it has done what government programs could not do. The Christian Church is stronger in many countries because of our help.

The emergency needs for which the Presiding Bishop's Fund was created still continue. Some countries no longer

The Christian Church is stronger in many countries today because of the help given to the Presiding Bishop's Fund for World Relief.

PRESIDING BISHOP'S FUND FOR WORLD RELIEF

See Budget, page 49

need assistance and have become contributing countries. But the crying need in other countries is apparent. Germany has millions of unabsorbed refugees expelled from countries to the East; Greece is tragically disrupted by civil war; Palestine creates its own refugee problem; China, Japan, and the Philippines still need help of all kinds. The Christian Churches in these countries must be helped in their ministry to the people.

The Displaced Persons in Germany, Austria, and Italy still confront our country with a moral and practical challenge. Resettlement must go on and the Episcopal Church must carry its share of the coöperative program of Church World Service.

Basically the needs for continuing world relief fall under these headings:

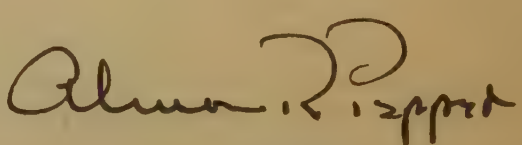
Interchurch aid to strengthen exhausted Christian Churches.

Food and clothing with which the Churches can minister to the physical needs of the people.

A program by which the Christian Church stays with refugees and displaced persons in their resettlement.

The program shifts its emphasis from country to country as the local situation changes. It is a practical and a Christian strategy.

The regular budget of the Overseas Department will assume some of the emergencies met by the Presiding Bishop's Fund during the past two years. For other world relief needs the Presiding Bishop and the National Council recommended that five hundred thousand dollars be included in the budget for each of the years 1950, 1951, and 1952. Churchmen will want to continue their help to mankind through the activities of the Christian Churches.



SECRETARY

PROMOTION

THE work of the National Church is performed through its several operating Departments. The work of each of these Departments is limited in its extent by the funds which that Department is permitted to expend. The amount of funds expendable is limited by the amount of funds which are raised. Thus the scope and extent of the work of each Department, and indeed that of the National Church, is dependent upon the raising of funds which are required. That responsibility properly has been charged to the Department of Promotion.

In order that the Department of Promotion may fully perform its duties, it must be staffed adequately and otherwise properly equipped. It must be supplied with the funds with which to employ additional personnel, and to pay the additional costs which are incident to the doing of a complete job.

It is obvious that the improvement and expansion of the Department is necessary in order that it may properly fulfill its purpose, and thereby supply to the Departments of the Council the funds which they must have so that the work to which the Church is committed may be done.

Finally, as has been said many times before, the minds of the communicants throughout the world must be opened and their consciousnesses aroused. An adequate Department of Promotion is the proper instrument to accomplish this, but the result desired can be obtained only if the solid and enthusiastic support of the entire Church is had.

With the foregoing as introduction, the following

DEPARTMENT OF PROMOTION

	Budget Recommended	Increase Decrease
II. *Education and Promotion*		
Salaries		
Director	$9,000	
Assistant Director	5,000	
Executive Assistant	7,500	$7,500
General Publications Editor	7,500	1,000
Roving Correspondent	6,500	6,500
Press Relations		
Assistant Secretary	5,500	
Assistant Secretary	3,000	
Field Secretary	6,500	1,000
Field Secretary	6,500	1,000
Field Secretary	6,500	6,500
Field Secretary	6,500	6,500
Field Secretary	5,500	1,000
Unassigned	1,000	
Secretarial Service	60,430	7,716
	$136,930	$38,716
Pension Fund Premiums	$12,475	$10,000
Speakers Bureau		
Salaries		
Executive Secretary	7,500	7,500
Secretarial Service	5,200	2,684
Travel	7,000	3,000
	$19,700	$13,184

continued on next page

specific requests for an improved program of the Department of Promotion are presented:

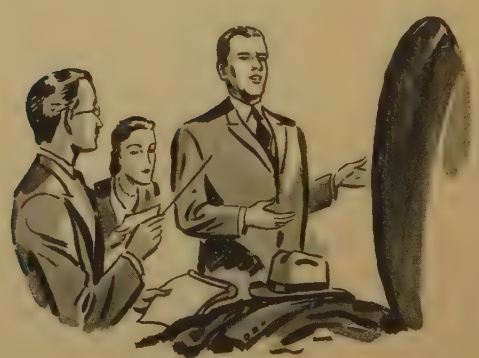
Field Officers

At present there are three Field Officers: one in the Fourth Province, one in the Sixth, and one in the Eighth. Three additional Field Officers are needed if the leadership of the Church is to be kept fully informed of the programs and plans of the several Departments of the National Church.

Speakers Bureau

A COMPLETE revision of the Speakers Bureau is badly needed. With a total operating budget for the past few years of less than $4,000 it has been impossible to establish training courses for speakers and to do the field work necessary to help establish provincial and diocesan speaker's bureaus throughout the Church. In the proposed revision it will be the responsibility of a speaker's bureau to help establish effective speaker's bureaus in every province and diocese of the Church so that there can be economical and widespread use of speakers regularly during the year. The speakers would not be required to make long trips for single engagements, but would operate on planned itineraries so that even remote places could hear the story the Church has to tell.

Another responsibility will be the selection and training of an adequate list of missionary speakers. Only those speakers who are effective will be selected, and they will be carefully trained for the task before being sent out.



Roving Correspondents

For the next triennium there should be two roving correspondents in the Promotion Department: one in Asia, and the other to cover Latin America and the missionary districts within the United States. These correspondents will serve several very worthwhile purposes. They will regularly provide the kind of material which will make the Church publications more readable. At present we rely on the stories we receive from missionaries, but because of specialized training in their own field they frequently do not make good press correspondents. As a result many excellent and appealing stories are never published. Through roving correspondents, the whole Church will receive a constant flow of the kind of human interest stories which will make our people understand the value of the work we do all over the world.

When the people of the Church really understand the work being done in the mission fields, they do support it generously. At present much of the giving is merely to the Treasurer of the National Council, without real knowledge of the actual need in the field. It is our hope that through information supplied by roving correspondents we shall have sufficient material so that more and more dioceses each year can make an intensive study of a particular missionary area for the entire year. A carefully prepared curriculum can be supplied to them. Such a course would show the background of the people themselves, their living habits, the other religions in the area, and why our Church has a responsibility in that field. From this beginning our own work will be presented, and most important, the results we are securing will be shown in graphic terms.

The Every Member Canvass

The Every Member Canvass should receive special attention, and become a twelve-month project instead of the three-week plan which most parishes now use. Throughout the year planned missionary education should continue, and while this will make a big difference it is not the entire answer. Better promotion is needed for the canvass itself, and good promotion costs money. Each year ways must be found to dramatize the whole work of the National Church,

PROMOTION — continued

	Budget Recommended	Increase Decrease
Field Conferences	$4,000	
News and Field Appropriation	3,000	
Travel of Officers and repre. Dept.	32,000	23,500
Printing	60,000	30,000
Parish Helps	10,000	
Photographs, for use of Speakers Bureau	1,000	
Books and Magazines	50	
Contingent Fund	500	
Church Press for advertising	5,000	
Total	$284,655	$115,400
V. *Administrative Expense*		
Salaries		
Business Manager	$5,500	
Salaries Staff	16,770	
	22,270	
TOTAL DEPARTMENT OF PROMOTION	$306,925	$115,400

Turn to page 49 for Summary of the whole Program . . .

and this material must be presented effectively, not only to vestries, but to all the men and women of the Church.

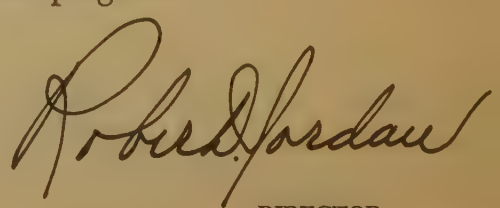
Public Relations

THERE is now no organized plan for securing news from the field, and for establishing the proper relationship with the secular press. There should be complete reorganization of all public relations work. It will take two officers instead of one to do this work effectively. Publicity branches in all provinces and in most dioceses should be organized. Regular meetings should be held with editors of diocesan publications so that there will be a closer relationship between them and the National Church. Immediate steps should be taken to establish a satisfactory relationship with the editors of secular publications as well as with the various news services.

Executive Assistants

OBVIOUSLY with this program there will be a great need for single over-all direction and coördination. In order to do this complete work properly, the Director of the Department should be in the office most of the time, and available for consultation with the various officers of all departments. For this reason two Executive Assistants are needed. One of them would be responsible for the missionary education program conducted by the Promotion Department. The other would be closely associated with the Director, and would represent him in the field part of the time. He should be qualified to make executive decisions, should handle a great part of the correspondence, and act as office manager in order to secure more efficient operation of the staff.

With this expanded and improved program the Department of Promotion will be able to function efficiently in its fund-raising responsibilities, and equally important, it will be able to serve the dioceses and parishes of the Church more efficiently in their particular programs.



DIRECTOR

LAYMEN'S WORK

OVER the years there have been spasmodic efforts by the Church to enthuse and direct the manpower of the Church. Many of these efforts produced results, although they were usually of a temporary nature.

By the action of the General Convention of 1940, the Presiding Bishop's Committee on Laymen's Work was organized in 1942 and began to function in 1943. After more than six years of serving the Church, it is possible to appraise objectively the work of the Committee. At the same time it must be realized that many of the results of this movement are intangible and do not make the headlines.

The policy of this Committee has been to develop lay leaders on a diocesan and parish level, to give these leaders incentives, training, and suggested programs, and to permit them to develop their own objectives. This policy has proved successful where laymen have been encouraged to utilize their imagination, training, and initiative and where they have experienced the support of the clergy. In other words, the men have been encouraged to meet specific needs in specific areas and to give the Church their support and leadership.

Evangelism Is Committee's Task

THE task to which this Committee is dedicated is that of evangelism. By a constant emphasizing of this program, the men of the Church are becoming restless with the mere maintaining of the *status quo* and are endeavoring to make

PRESIDING BISHOP'S COMMITTEE ON LAYMEN'S WORK

	Budget Recommended	Increase Decrease
II. *Education and Promotion*		
Salaries		
Executive Secretary	$6,500	
Assistant Secretary	5,500	$1,375
Secretarial Service	4,420	– 180
	$16,420	$1,195
Pension Fund	1,200	137
Travel and Conferences	8,000	3,000
Postage and Printing	2,500	500
Contingent Fund	830	230
Total	$28,950	$5,062

Turn to page 49 for Summary of the whole Program . . .

CHURCH DIVINITY SCHOOL OF THE PACIFIC LIBRARY

the Church effective in the community and throughout the world. They are catching a vision of the important place they must play in the Church's advance.

A minimum of organization has been utilized. A chain of leadership has been created extending from the Committee through provincial chairmen, diocesan chairmen, and area chairmen to parish keymen. This latter group now numbers in excess of 3,400.

Statistics cannot give an accurate picture of the extent of the growth of the laymen's movement throughout the Church. But they do represent the areas within the Church where laymen are functioning on a diocesan basis. We can report that 64.8 per cent of the dioceses have active men's programs. In addition, 28.4 per cent of the dioceses are in the process of organizing their work or have some program. This leaves only 6.8 per cent of the dioceses or missionary districts that have no men's work or are not tied in nationally with this Committee.

Materials of a practical as well as of an inspirational nature are produced. Although these have been held to a minimum, their reception has been spontaneous and encouraging. These publications furnish many of the basic tools and techniques for workable programs.

Service to Lay Readers

One of the great and often unhonored contributions of men to the life and work of the Episcopal Church is to be found in lay reading. Missions and parishes are organized, weekly services are held, confirmation classes are prepared, and Church Schools are conducted by this vast army of consecrated and trained men. No personal sacrifice is too great for them where the Church is concerned. To assist these men, the Presiding Bishop's Committee on Laymen's Work issues a Lay Reader's Sermon Service. For two dollars a year the lay reader receives a complete sermon service for every Sunday of the Church year. These sermons are prepared, on invitation, by the members of the clergy. In addition, a *Guide for Lay Readers* is available, outlining the services of the Church and the lay reader's part in these services.

Looking at our past efforts, we take heart in the increasing interest of men; in the growing number of diocesan men's

conferences and meetings as well as worship services; in the establishment of diocesan men's programs and objectives.

The future is ahead of us. It holds unlimited possibilities for the Church. We have grown to the point where we are now about to present a program of training to some five hundred men who will, in turn, carry the story of the Church's opportunities to every parish. This needed and challenging project would not have been possible a few years ago.

More and more lay leaders are coming to the fore. They are becoming proficient in work among men and are being utilized. In an increasing manner they are the ones who are training other leaders. This is as it should be. This Committee will support them and develop this strategic approach to the problem of inspiring and training men.

If the Church is to increase its effectiveness and measure up to its opportunities, it must have the vision and support of the laymen. To this task the Presiding Bishop's Committee on Laymen's Work is dedicated.

Arnold M. Lewis

EXECUTIVE DIRECTOR

WOMAN'S AUXILIARY

	Budget Recommended	Increase Decrease
II. *Education and Promotion*		
Salaries		
Executive Secretary...	$5,500	
Assistant Secretary ..	4,000	
Educational Secretary .	4,000	
Supply Secretary	4,000	
Personnel Secretary ..	4,000	
Secretarial Service ...	18,000	
	$39,500	
Field Work		
Salaries and Travel..	$12,050	$10,000
Travel of Officers and Representatives	6,200	
Travel of Executive Board	7,000	
Conferences	1,155	
Printing and Publications	150	
Contingent Fund	200	
TOTAL WOMAN'S AUXILIARY	$66,255	$10,000

DEPARTMENT OF FINANCE

V. *Administrative Expense*		
Salaries		
Assistant Treasurer...	$7,200	
Assistant Treasurer ..	6,500	
Comptroller	6,500	
Assistant to the Treasurer	6,000	
Secretarial and Clerical Service	64,500	7,800
Total	$90,700	$7,800
Cost of Collection of Checks (Service Charge)	$100	
Surety Bond and Burglary Insurance	1,100	
Insurance — Errors and Omissions	350	
Expenses of Real Estate Division	750	
Contingent Fund	500	
Traveling Representative— Salary and Expense ..	15,000	15,000
TOTAL DEPARTMENT OF FINANCE	$108,500	$22,800

THE WOMAN'S AUXILIARY

THE Woman's Auxiliary is the international, interracial fellowship of the women of the Church organized to serve the Church in every phase of its life and in all fields of its activity, stimulating the development of the religious life of the women that they may share in creating a Christian society. Specifically the Woman's Auxiliary supports throughout the Church the entire program of the National Council and aids in every way at its command the fulfillment of this program. Naturally then the budget of the Woman's Auxiliary consists almost entirely of the salaries and travel expenses of the national staff. To do its task more effectively, to do more educational and promotional work throughout the Church, and to discover and train more women leaders, the national staff of the Auxiliary should be enlarged by at least two experienced field workers. The addition to the budget of the Woman's Auxiliary is asked to provide for these workers.

Margaret M. Sherman

EXECUTIVE SECRETARY

FINANCE

THE functions of the Finance Department are outlined in the Society's By-Laws. Briefly, those duties under the direction of the Treasurer are in four classes:

1. Advises in financial administration.

2. "Prepares all Budgets . . . reports upon all budgets, appropriations, apportionments, and allotments of funds for the use of the Church."

3. "Acts as custodian of all funds (except Trust Funds) . . . and of all securities or other property under the control of the Council or of the Society."

4. "Keeps full and accurate records and accounts of all receipts, disbursements, credits, assets, liabilities, and general financial transactions . . . deposits all monies . . . disburses the funds . . . renders all statements and accounts as required . . . prepares an Annual Report giving all receipts and disbursements, and showing all property in the possession or under the control of the Council; and makes such other reports and performs such other duties as required . . . by the Council."

Under these broad outlines of duties, the Department also purchases all supplies and equipment, maintains and cleans the office building, exercises supervision of all employees under a Personnel Officer, safeguards and invests all funds, supervises the property of the Society and National Council, maintains the Book Store, and supervises all mailing and shipping activities for domestic and foreign points, collects all accounts owing and performs such other duties as may be required.

The enlarged programs of the several Departments, of course, will add to the operations and responsibilities of the Finance Department, making necessary the increases indicated in the Budget proposed for 1950.

Russell Dill

TREASURER

GENERAL ADMINISTRATION

	Budget Recommended	Increase Decrease
I. *Missionary Work*		
Officer's Salary (Vice President)	$1,000	
Pension Fund Premium	100	
Travel	4,000	$2,500
Committee of Reference	2,500	
Personnel Bureau Salaries and Expense	12,000	12,000
	$19,600	$14,500
V. *Administrative Expense*		
Salaries		
Treasurer	$9,000	
Secretary	6,500	
Secretarial Service	13,370	
	28,870	
Pension Fund Premiums	650	
Contingent Fund	250	
San Francisco Office	5,000	$1,000
Library		
Staff Salaries	3,080	1,000
Expenses	3,500	2,500
	$60,950	$19,000

EQUIPMENT & MAINTENANCE ACCOUNTS

V. *Administrative Expense*		
Office Equipment and Maintenance	$35,000	$9,000
Telephone	6,000	1,500
Postage and Express	30,000	5,500
Telegrams and Cables	2,000	500
Auditing	5,000	1,000
Additional Assistance all Departments	5,000	3,000
	$83,000	$20,500

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EQUIPMENT & MAINTENANCE ACCOUNTS

Staff Insurance		
Life	$4,000	$1,500
Pension	35,500	4,500
Health Service	1,600	
	$41,100	$6,000
Other Accounts		
Travel for Council, Commissions, and Committees	$8,000	
Legal Expense	2,400	
General Convention Expenses	13,500	
Rental for Outside Space	10,000	$4,600
	$33,900	$4,600
TOTAL EQUIPMENT AND MAINTENANCE	$158,000	$31,100

SUPERINTENDENT'S DIVISION

V. *Administrative Expense*		
Staff Salaries	$28,100	$2,600
Expenses	34,000	15,000
	$62,100	$17,600
Shipping Department		
Staff Salaries	$27,250	$2,600
Book Store		
Staff Salaries	22,100	4,400
TOTAL SUPERINTENDENT'S DIVISION	$111,450	$24,600

OTHER APPROPRIATIONS

I. *Missionary Work*		
Church Institute for Negroes	$181,000	$20,000
Additional U.T.O. Appropriation for Women	18,167*	3,500
Interdenominational Agencies	32,585	5,000
General Contingent Fund	40,682	25,000
Salary Bonuses	3,150	500
Presiding Bishop's Fund for World Relief	500,000	500,000
Total I	$775,584	$554,000
II. *Education and Promotion*		
Retired Workers	$3,977	
Salary Bonuses	9,375	$500
Interdenominational Agencies	2,300	
Total II	$15,652	$500
III. *Miscellaneous Activities*		
Commission on Ecclesiastical Relations	$2,100	
Conference and Training Centers:		
St. Margaret's, Berkeley	4,900*	$2,500
Brent House, Chicago	15,000	
Windham House, New York City	18,220*	8,000
Training from U.T.O.	11,666*	
American Churches in Europe	7,500	
Interdenominational Agencies	30,000	5,000
Retired Workers	2,284	
Total III	$91,670	$15,500
IV. *Cooperating Agencies*		
Girls' Friendly Society	$10,500	$2,000
Episcopal Service for Youth	13,000	2,500
Church Periodical Club	10,000	400
Church Society for College Work	300	100
Total IV	$33,800	$5,000
V. *Administrative Expense*		
Retired Workers	$11,590	
Salary Bonuses	19,351	$1,500
Total V	$30,941	$1,500
Miscellaneous		
Pension Premiums — Increase	$60,000	$60,000
Society Security—New	30,000	30,000
2% for raising increased program	100,000	100,000
	$1,137,647	$766,500
TOTAL ALL APPROPRIATIONS	$5,552,095	$1,902,095

*Contingent on action of Triennial

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Summary of the Budget Proposed for 1950

Showing Changes from 1949 Budget

	1950	Increase *Decrease*
HOME DEPARTMENT		
I. Missionary Work		
Division of Domestic Missions	$ 739,251	$165,000
Division of Town and Country	106,450	20,000
Division of College Work	78,380	25,000
Office of Director	105,578	——
Armed Forces Division	23,000	23,000
Total Home Department	$1,052,659	$233,000
OVERSEAS DEPARTMENT		
I. Missionary Work	$2,109,859	$420,985
DEPARTMENT OF CHRISTIAN EDUCATION		
II. Education and Promotion		
Office of Director	$ 16,500	$ 2,372
Division of Children's Work	22,850	14,250
Division of Youth	32,850	5,404
Division of Adult Education	18,750	14,436
Editorial Board for New Curriculum	65,450	30,767
Division of Parish and Preparatory School	12,750	12,750
Division of Resident Field Work	64,950	63,950
Division of Camps and Conferences	12,750	12,750
Division of Audio Visual Education	52,150	43,840
General	42,500	21,373
Total Christian Education	$ 341,500	$217,148
DEPARTMENT OF CHRISTIAN SOCIAL RELATIONS		
II. Education and Promotion	$ 69,400	$ 36,432
DEPARTMENT OF PROMOTION		
II. Education and Promotion	$ 284,655	$115,400
V. Administrative Expense	22,270	——
Total Promotion Department	$ 306,925	$115,400
DEPARTMENT OF FINANCE		
V. Administrative Expense	$ 108,500	$ 22,800
WOMAN'S AUXILIARY		
II. Education and Promotion	$ 66,255	$ 10,000
PRESIDING BISHOP'S COMMITTEE ON LAYMEN'S WORK		
II. Education and Promotion	$ 28,950	$ 5,062
GENERAL ADMINISTRATION		
I. Missionary Work	$ 19,600	$ 14,500
V. Administrative Expense	60,950	19,000
Total General Administration	$ 80,550	$ 33,500
EQUIPMENT AND MAINTENANCE ACCOUNTS		
V. Administrative Expense	$ 158,000	$ 31,100
SUPERINTENDENT'S DIVISION		
V. Administrative Expense	$ 111,450	$ 24,600
OTHER APPROPRIATIONS		
I. Missionary Work	$ 775,584	$554,000
II. Education and Promotion	15,652	500
III. Miscellaneous Activities	91,670	15,500
IV. Cooperating Agencies	33,800	5,000
V. Administrative Expense	220,941	191,500
Total Other Appropriations	$1,137,647	$ 766,500
TOTAL ALL APPROPRIATIONS	$5,552,095	$1,902,095

GTU Library
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